

OCA Fed Pers

OCA 87-3413  
7 August 1987

MEMORANDUM FOR: All OCA Employees

FROM: [redacted] Legislation Division  
Office of Congressional Affairs

SUBJECT: Proposed New Pay, Personnel Management and  
Compensation System

1. The Agency has requested employee feedback on the proposed new pay, personnel management and compensation system. All of you should have received a copy of the preliminary report on the new personnel system.

2. Attached is a form that you can use to comment on the new personnel system. [redacted] assures us that employees comments will be taken into account in formulating the new system. A presentation on the new system is also scheduled on 19 August at 9:00 A.M. in the auditorium. Please have your comments sent to me no later than 18 September.

Attachment  
as stated

Distribution:

Original - All OCA Employees (Legislation, Liaison, OCA Registry, Admin/OCA and Front office)

1 - DMF/Signer

1 - OCA Registry

OCA/Leg [redacted] pap (12 August 1987)

## EMPLOYEE SURVEY

### System Features:

### Rating and Comments: \*

#### Feature 1—Occupationally Defined Bands

A. There could be a varying number of banded pay levels—from four to six—for each Agency occupation.

B. There would be a broader spread between the minimum and maximum of a banded pay level than exists for GS grades. Instead of discrete steps, the internal range of an individual banded pay level would be open, and permanent salary increases would represent a percentage of base pay.

C. The relationship between our occupations would be maintained by an Agency-specific job evaluation system. This system would replace all OPM-related classification tools being used by the Agency.

D. An Agency-unique pay schedule would be developed using the banded job levels identified by the panels. The new pay schedule would have 25 pay levels based in part on salary data that compares Agency jobs against equivalent ones in the marketplace. Each band within an occupation would be placed on the new pay structure at the appropriate level. The top of the pay structure would be constrained by the legislative pay cap.

E. To keep the pay schedule current, contractor support would be used to compile and assess salary survey data for periodic review by the Office of Personnel with direct participation by the Directorates. Salary schedule adjustments periodically would be authorized by the DCI.

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\* On a scale of 1 to 10, indicate your reaction to each feature (1 being least favorable, 10 being most favorable, and 5 indicating a neutral position; no entry indicates no opinion). Use a separate sheet of paper if more room is needed for comments.

## **Feature 2—Incentive Pay**

A. The Agency would budget directly for its incentive pay and promotion funds. Legislative pay increases would increase the amount of personal services monies available for distribution to employees as part of the incentive pay system.

B. Using budget amounts specified by the Comptroller, an Agency-wide incentive pay planning grid would be developed annually and approved by the EXCOM. The grid would specify the ratio of amounts available for permanent salary increases and performance bonuses.

C. Above satisfactory performance would be rewarded more substantially than under the GS, and satisfactory employees would receive pay increases comparable with those now possible.

D. Pay would be in two parts, a permanent increase and a performance bonus; both will be a percentage of base salary. Permanent increases to salary would be paid biweekly, and performance bonuses paid in a single lump sum.

E. Pay adjustments would be on the basis of competitive evaluations conducted by panels. Office directors, DO division chiefs and heads of independent offices would approve all pay adjustments below the SIS level.

F. Individuals who serve outside of their home office would be evaluated for and paid a permanent increase and a performance bonus by the component in which they are working. Promotion for these individuals would be the responsibility of the parent career service.

G. Salary schedule adjustments would not automatically result in an increase to each employee's personal salary. Rather, an employee's salary increase would be determined during the annual pay-for-performance evaluation.

H. A Manager-Expert Incentive Program would be established as a recognition program for non-SIS managers and experts. There would be an increased annual leave carryover limit for managers and experts and a bonus program that would allow an additional bonus, which, when combined with the normal merit bonus, could be as much as 15 percent of base pay.

I. The minimum and maximum for SIS bonuses would remain as they are today, but the bonus pool would be increased somewhat to allow a larger percentage of the SIS population to receive an award.

### **Feature 3—Performance Plan**

A. A modified performance appraisal system would be developed that includes: performance plan formulated by the supervisor and employee at the beginning of the rating period and required interim feedback discussions between supervisor and employee.

B. An automated data base of key tasks for each job identified by the occupational panels would be developed and made available to supervisors and employees to aid performance planning.

C. Supervisors would have the flexibility to modify a performance plan on the basis of interim feedback discussions with the employee.

### **Feature 4—Performance Evaluation**

A. The current PAR format could be changed and a five-point scale adopted in place of the current seven-point scale. Additionally, a performance appraisal form tailored for the evaluation of managers would be developed.

B. Employees would be evaluated against job tasks identified by the occupational panels or against specific job tasks developed with the supervisor.

C. The performance appraisal by the first- and second-line supervisors would be used by panels to evaluate and rank employees for pay adjustments.

### **Feature 5—Occupational Career Handbooks**

Career handbooks would be written for each Agency occupation. The handbooks would outline the career management process for each occupation including career maps, training and assignment opportunities, and pay administration procedures.

### **Feature 6—Individual Career Development Plans**

Employees would have the option, tools, and incentives to prepare detailed and realistic career development plans. Information regarding projected Agency needs would be available to assist employees in their individual planning.

### **Feature 7—Occupation-Specific Training**

Occupation-specific training would be developed that is keyed to the particular skill requirements of the various levels within individual occupations. Representatives of the occupations would work with OTE to tailor courses to meet specific occupational requirements.

#### **Feature 8—Improved Availability of Training**

Training would be made available when it is needed and at the convenience of the employee. Several new training features such as self-instructional correspondence courses, computer-based instruction, and workbooks on a range of unclassified subject areas would be developed.

#### **Feature 9—Dual Track**

With more positions established for experts at the higher levels, employees in a number of occupational fields would have an alternative to the management track that offers appropriate reward and status.

#### **Feature 10—Promotion**

A. Career management would continue to be the responsibility of the parent organization/career service, and panels would evaluate employees annually for promotion to the next higher level.

B. All employees who have a satisfactory performance appraisal rating would be considered for promotion.

C. Promotions would result in a permanent increase to base pay of at least 10 percent.

#### **Feature 11—Flexible Benefits**

A flexible benefits program would be developed with three attractive characteristics. First, it would allow the employee more choice in selecting benefit options. Second, it would allow the employee to pay certain health and dependent care expenses and other qualified benefits with pretax dollars. Third, it would allow the employee to exchange some annual leave for additional flexible credits or exchange flexible credits for additional leave.

#### **Feature 12—Leave Conversion**

Several annual leave modifications are being proposed as alternatives to those offered under flexible benefits. These include: increasing the annual leave carryover limits for non-SIS managers and experts; cash payment for SIS leave balances in excess of 500 hours; conversion of annual leave to sick leave or deposit into a sick leave bank; and use of home leave balances as paid time off in the year before retirement.

#### **Feature 13—Educational Assistance for Dependents**

A CIA-guaranteed and -subsidized student loan program administered through the Credit Union is proposed. In addition, leave secured loans and Thrift loans are considered.

#### **Feature 14—Staffing Management Tools**

A. Establishment of a retention bonus program is proposed to provide managers with extra flexibility to reduce turnover of key individuals or groups of employees.

B. An early retirement provision is proposed that would allow certain SIS officers retirement with unreduced benefits to maintain a flowthrough into the management ranks.

C. An early retirement provision is proposed that will allow certain key experts to retire with unreduced benefits as a means of encouraging them to spend a full career with CIA.

D. An involuntary retirement option is being proposed to allow certain individuals effected by reorganization or reduction in force to retire early with unreduced benefits.

#### **Feature 15—System Controls**

Computer-based models of the personnel structure at CIA would be developed to formulate salary planning grids for the Agency incentive pay program, to allocate incentive and promotion monies to the Directorates, and to assist components in adjusting occupational levels and numbers of personnel.

#### **Feature 16—Projection Tools**

Automated support would be available at the component level to assist managers with projections on future human resource requirements.

After reading the Task Force report on the proposed new pay, personnel management and benefits system, the statement(s) below that most closely reflects my opinion is:

- \_\_\_\_ 1. What are we waiting for? I agree with the proposed changes and think that we ought to adopt the new system pretty much as presented in the report.
- \_\_\_\_ 2. I agree with most of the proposed changes but think that we ought to adopt as many of them as we can under the present (GS) pay system, without shifting to a market-based occupational pay scheme.
- \_\_\_\_ 3. I agree with most of the proposed changes but don't like:
- \_\_\_\_ the pay-for-performance incentive feature
  - \_\_\_\_ having to get off the GS system
  - \_\_\_\_ the dual track idea
  - \_\_\_\_ banding
  - \_\_\_\_ the proposed new PAR system
  - \_\_\_\_ other (specify \_\_\_\_\_)
- \_\_\_\_ 4. I don't feel strongly for or against the proposed changes; I could go either way.
- \_\_\_\_ 5. I don't like any of the proposed changes except:
- \_\_\_\_ incentive pay
  - \_\_\_\_ market pricing and getting off the GS system
  - \_\_\_\_ dual track
  - \_\_\_\_ banding
  - \_\_\_\_ improved career development system
  - \_\_\_\_ proposed benefits program changes
  - \_\_\_\_ other (specify \_\_\_\_\_)
- \_\_\_\_ 6. I think the whole thing is a bad idea; we should stick with what we've got.
- \_\_\_\_ 7. I still don't understand the proposed changes well enough to make an informed judgment.

My office \_\_\_\_\_

Grade \_\_\_\_\_

Career Service \_\_\_\_\_

Job title or "occupation" \_\_\_\_\_